UNITED NATIONS **ST**

Secretariat

ST/IC/1997/81
8 December 1997

INFORMATION CIRCULAR*

To: Members of the staff

From: The Assistant Secretary-General for Human Resources Management

Subject: COMPETITIVE EXAMINATION FOR PROMOTION TO THE PROFESSIONAL CATEGORY OF STAFF MEMBERS FROM OTHER CATEGORIES**

1. In accordance with paragraph 17 of administrative instruction ST/AI/418 of 30 April 1997, and after consultations with the Staff Committee, the Secretary-General has appointed the following staff members to serve on the Central Examination Board for the competitive examination for promotion to the Professional category of staff members from other categories:

Chairperson: Ms. Monique Corvington***

Members: Ms. Gail Bindley-Taylor Sainte****
Ms. Robin Ludwig
Mr. Francis Clancy****
Mr. Chandra Patel

2. Mr. Pierre Pélanne will serve as ex officio member of the Board. Ms. Catherine Rolland will serve as Secretary of the Board.

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* Expiration date of the present information circular: 31 December 1998.

** Personnel Manual index No. 4362.

*** Nominated after consultation with the staff.

**** Nominated by the staff.

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ST/IC/1997/82
9 December 1997

INFORMATION CIRCULAR*

To: Members of the staff

From: The Assistant Secretary-General for Human Resources Management

Subject: MENTAL HEALTH - MEDICAL AND EMPLOYEE ASSISTANCE FACILITIES**

I. INTRODUCTION

1. Mental health has been defined as not simply the absence of detectable mental disease but a state of well-being in which the individual realizes his or her own abilities, can work productively and fruitfully and is able to contribute to his or her community.[1] Mental health issues are increasingly recognized throughout the world, including in large organizations that share and reflect the characteristics of society at large. This is also the case for the United Nations where staff, whether at Headquarters or in the field, often serve in duty stations far removed from their countries of origin and familiar cultural or family settings. Adjustment to living in a different host country and working with multiple cultures and languages is not always easy. Some assignments and missions involve extensive travel, and at times presence in crisis situations and danger spots.

2. There are many types of mental health conditions or diseases, which vary greatly from individual to individual in degree of severity and in the manner in which they manifest themselves. When one or more of these conditions occur, health professionals and professionals participating in employee assistance programmes agree on the benefits of early detection, acknowledgment of the situation and action so that individuals may recover their ability to engage in normal activities as soon as and whenever possible.

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** Personnel Manual index No. 6035.

3. There are a number of resources available to assist staff members in dealing with these and other related situations. They are described in section III below. Section IV sets out a summary of the rights and entitlements available to staff members whose health is impaired.

II. PURPOSE OF THE CIRCULAR

4. The main purpose of the present circular is to remind staff that the policy of the United Nations is to treat all staff members equally, whatever the reasons that may affect their health, and to engender a more open, supportive and effective approach to mental health. This is even more the case during times of change and the consequential uncertainty that normally follows. Staff members are reminded that, along with their obligations to work to the best of their ability, they have the opportunity and the responsibility to seek assistance when they are unable to work for any health-related reason.

5. In this connection, all staff are encouraged to use to the fullest extent the existing medical and employee assistance services described in section III below. They apply to situations involving mental health issues, as well as any other situation involving health concerns. Supervisors and staff members are reminded that many mental health conditions can be successfully treated by qualified professionals by appropriate means, including medications and therapy. It should always be remembered that, if successfully treated, a mental health condition does not constitute lack of fitness to work.

6. Given the nature of mental health conditions, it is not always possible for the individual concerned to recognize his/her need for assistance or treatment. Thus, if a supervisor or colleague, including a staff representative, notices a sudden change in behaviour, attitude or performance, he/she may draw the attention of their human resources officer or the Medical Service or the Staff Counsellor to the situation, as appears appropriate under the circumstances.

III. MEDICAL AND EMPLOYEE ASSISTANCE FACILITIES

Medical facilities

7. The United Nations Medical Director oversees the medical services offered by the Organization at Headquarters and the regional commissions, as well as 50 dispensaries throughout the world. The system offers services to maintain and improve the health of staff, including examinations and referrals to medical professionals trained to diagnose and treat physical and mental illness.

8. The medical records of a staff member are completely confidential. They are kept in the Medical Service, and are not released to the Administration or any other party without the consent of the staff member. In order to help ensure confidentiality, the medical clearances required for initial appointment, change of duty station or detail to mission service do not contain any information that would indicate that a staff member has or previously had a mental health condition or any other medical condition, and are designed only to indicate fitness to work in a certain occupation and/or at a given duty station or mission. However, when a claim is made under Appendix D to the Staff Rules

for death, injury or illness incurred in the service of the United Nations, or for a disability benefit under the Regulations and Rules of the United Nations Joint Staff Pension Fund, information of a medical nature, such as diagnosis and degree of seriousness of the condition, will be communicated to the bodies competent to consider the claims.

9. For staff and supervisors wishing to educate themselves on issues of mental health, the Headquarters Medical Service Library has available various reading materials concerning such issues as depression, anxiety and panic disorder.

Staff Counsellor and other employee assistance facilities

10. The Organization provides a Staff Counsellor in New York. The Staff Counsellor's Office, located on the fifth floor of the Secretariat building, is available for individual consultations for support and assistance on many mental health issues. Issues are addressed as quickly as possible and, if required, referrals are made to appropriate sources of assistance, in-house or in the staff member's local community. All dealings with the Staff Counsellor and his staff, including consultations, are strictly confidential. Any action on behalf of a staff member is undertaken only with his or her consent. Consultations yield closed-door advice outside the administrative process. Nothing is communicated by the Counsellor elsewhere in the Organization, unless it is specifically requested by the staff member.

11. Similar functions are carried out at a number of other duty stations by staff members specifically designated for that purpose. Staff members are encouraged to enquire from the local personnel service or section about the existence and location of such facilities at any particular duty station or mission, and to take full advantage of all existing facilities.

IV. SUMMARY OF BENEFITS AND ENTITLEMENTS AVAILABLE TO STAFF MEMBERS WHOSE HEALTH IS IMPAIRED

Health insurance

12. Insurance coverage for mental health treatment is governed by specified terms and conditions under each health insurance plan offered to staff members by the United Nations. Details regarding coverage are set out in the related information circulars.[2] Additional information regarding coverage and benefits under the Headquarters health insurance plans may be obtained from the Insurance, Claims and Compensation Section. Enquiries regarding coverage and benefits under the "Geneva" plans should be directed to the Insurance Unit, Financial Resources Management Service, Division of Administration, at the United Nations Office at Geneva and, for staff at the United Nations Office at Vienna, should be directed to the Staff Welfare Office of the United Nations Industrial Development Organization. Coverage and benefits information under the Van Breda and the Medical Insurance Plan schemes should in the first instance be addressed to the Chief of Administration at the local duty station.

Sick leave provisions for physical or mental health conditions available to qualifying staff members

13. Sick leave is determined by the type of appointment that a staff member holds at the time of the leave. The maximum leave permitted for each type of appointment is set out below.

(a) 100 series. A staff member holding a fixed-term appointment of less than one year under the 100 series of the Staff Rules may be granted sick leave credit at the rate of two working days per month of contractual service. A staff member holding a probationary appointment or a fixed-term appointment of one year or longer but less than three years may be granted sick leave up to 3 months on full salary and 3 months on half salary in any period of 12 consecutive months. A staff member who holds a permanent or indefinite appointment, who holds a fixed-term appointment for three years or who has completed three years of continuous service may be granted sick leave up to nine months on full salary and nine months on half salary in any period of four consecutive years;

(b) 200 series. Project personnel in short-term status may be granted sick leave on full salary at the rate of two days per month of service. Project personnel in intermediate-term status may be granted sick leave up to 3 months on full salary and up to 3 months on half salary in any period of 12 consecutive months, provided that the amount of sick leave permitted in any four consecutive years shall not exceed 18 months, 9 months on full salary and 9 months on half salary. Project personnel in long-term status may be granted sick leave up to nine months on full salary and nine months on half salary in any period of four consecutive years;

(c) 300 series. For staff on appointments of limited duration and short-term appointments under the 300 series of the Staff Rules, sick leave may be granted at the rate of two working days for each full month of continuous service.

14. Staff members may be granted sick leave for a period of more than three consecutive working days only upon producing a certificate from a duly qualified medical practitioner.

15. For further information, staff at Headquarters may visit the Medical Service Sick Leave Inquiry Desk on the fifth floor of the Secretariat building, or consult directly with their Executive Office.

Disability benefit under the United Nations Joint Staff Pension Fund

16. A staff member becomes a participant in the United Nations Joint Staff Pension Fund upon commencing an appointment for six months or longer, or upon accepting such an appointment while in employment, or upon completing six months of service without an interruption of more than 30 days. A participant will receive a disability benefit if found to be incapacitated for further service in a position reasonably compatible with his or her abilities, when the disability is a result of injury or illness constituting an impairment to health likely to be permanent or of long duration. In order to award a disability benefit, the United Nations Joint Staff Pension Committee must be satisfied that there is

sufficient medical evidence to establish that the illness or injury qualifies the staff member for the benefit. For further information, staff members should consult their human resources officer.

Medical evacuations

17. Subject to the applicable rules and procedures, which require a medical report documenting the need for evacuation, medical evacuation may be arranged for international staff in the field (including those governed by the 200 and 300 series of the Staff Rules), and exceptionally for locally recruited staff.

Notes

[1] Robert Desjarlais, Leon Eisenberg, Byron Good and Arthur Kleinman, World Mental Health (New York, Oxford University Press, Inc., 1995), p. 7.

[2] Information circular ST/IC/1997/32, entitled "Renewal of the Headquarters medical and dental insurance plans effective 1 July 1997, and annual enrolment campaign, 2-6 June 1997", information circular ST/IC/1996/78, entitled "Van Breda medical, hospital and dental insurance" (for staff at offices away from Headquarters), and administrative instruction ST/AI/343, entitled "Medical insurance plan for locally recruited staff at designated duty stations away from Headquarters".

UNITED NATIONS **ST**

Secretariat

ST/IC/1997/83
11 December 1997

INFORMATION CIRCULAR*

To: Members of the staff

From: The Assistant Secretary-General for Human Resources Management

Subject: REVISED PERFORMANCE APPRAISAL SYSTEM**

1. The revised Performance Appraisal System (PAS), as set out in ST/AI/1997/8, is the result of an extensive consultative process involving both staff and management. Feedback on the first year of implementation was sought from all departments and offices, as well as from staff associations, Secretariat-wide. All the views expressed were carefully considered and every effort was made to address the issues raised, while maintaining the sound principles on which the system is based.

2. Much of the feedback received focused on the need for simplification of the process, the importance of increased managerial accountability and the improvement of linkages to staff development. In response to these and other concerns raised, a shorter, simplified form has been designed to provide a format flexible enough to accommodate all occupations, ranging from routine activities of an ongoing nature to multidimensional activities with changing priorities. The revised system incorporates the following major changes:

(a) The forms and the guidelines have been significantly shortened and written in simple, straightforward language;

(b) A single form is used for both planning and appraisal;

(c) The number of steps in the process has been reduced significantly;

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** Personnel Manual index No. 12014.

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(d) Department and work unit plans are required to be drawn up only once every two years instead of annually, for those departments wishing to do so; individual work plans and appraisals continue to be done annually;

(e) All staff members with supervisory and/or managerial responsibilities are required to fulfil goals relating to managing performance, contributing to the development of their staff and demonstrating gender and cross-cultural responsiveness;

(f) All staff members are asked to indicate at least one professional development goal to be achieved during the reporting period, with a view to linking PAS more directly to staff development and career support;

(g) The long list of performance dimensions has been replaced by three "umbrella" dimensions taken directly from the Charter of the United Nations - competence, efficiency and integrity; additional dimensions considered important to particular jobs can be included as part of the success criteria;

(h) The mid-year review requires no written comments, except in cases where plans have changed or performance gaps exist;

(i) Numerical ratings have been replaced by narratives;

(j) A more user-friendly electronic version of the form has been developed.

3. A number of concerns raised in relation to the rating system, the rebuttal procedure and the monitoring bodies could not be addressed at this time, as those matters were the product of previous agreements reached in staff-management consultations. It should be noted, however, that establishing an effective performance management system was seen from the outset as a long-term endeavour. The implementation of the system will be kept under review, and further development and refinement may be required in the light of continuing experience.

4. It must be stressed that performance appraisal is not an end in itself, but rather one element in an overall process of performance management. The system aims to improve both individual and organizational performance by encouraging greater staff participation in the planning, delivery and evaluation of work, encouraging ongoing dialogue about performance and enhancing the responsibility and accountability of both staff and managers. The process of creating individual work plans is intended to provide staff members and supervisors with an opportunity to agree on the major responsibilities or assignments the staff member is expected to fulfil during the reporting period and on the quality and/or quantity of work expected. The exact wording or format of the plan is far less important than is achieving this mutual understanding.

5. The performance management principles on which PAS is based have been recommended for the United Nations common system by the International Civil Service Commission. This type of system, based on setting goals and performance criteria, is widely used in national civil services, as well as in many public, non-governmental and private sector organizations throughout the world. The

challenges faced in implementing PAS are similar to those faced by any large organization introducing new systems requiring significant change in the organizational culture.

6. Ultimately, effective performance management is a line management responsibility. Regardless of how well the system is designed, it will succeed only if supervisors take seriously their performance management responsibilities. At the same time, staff members also have a stake and an important role to play in ensuring successful implementation of the system. Staff are expected to prepare their performance plans in a timely manner for discussion with their supervisors, seek feedback, engage in ongoing dialogue about performance, be committed to personal development and continuous learning and actively participate in mid-year reviews and year-end appraisal discussions.

7. A full range of development programmes is being made available to staff at all levels, Secretariat-wide, to support performance management, promote continuous learning and build the skills and competencies required by all international civil servants. In addition, the Office of Human Resources Management remains committed to continuous review and improvement of policies and other mechanisms to support the long-term aim of establishing a results-based culture of performance in which the PAS system serves as an effective performance management and staff development tool.

8. The revised PAS form (P.91 (12-97)) is attached as annex I to the present report, and the Guide to the Revised Performance Appraisal System (P.91/A (12-97)) is attached as annex II. Electronic versions of the PAS form and the Guidelines are available on the OHRM-PAS bulletin board in cc:Mail. WordPerfect 6.1 and 5.1 files can be saved to your WordPerfect directory by following the instructions provided in the bulletin board message.

9. The full cooperation of all staff in this endeavour is appreciated.

ANNEX I - SAMPLE

PAS

United Nations Performance Appraisal System

LAST NAME	
FIRST NAME, MIDDLE INITIAL	
INDEX NUMBER	
DEPT/OFFICE/DIVISION/SECTION/UNIT	
FUNCTIONAL TITLE AND LEVEL	
PERFORMANCE PERIOD	
FIRST APPRAISING OFFICER	

DISCUSSION ACKNOWLEDGMENT

WORK PLAN	STAFF MEMBER'S SIGNATURE	DATE
	FIRST APPRAISING OFFICER'S SIGNATURE	DATE
MID-YEAR REVIEW	STAFF MEMBER'S SIGNATURE	DATE
	FIRST APPRAISING OFFICER'S SIGNATURE	DATE

Section A: Work plan: individual goals

What is to be accomplished	Year-end appraisal by first appraising officer
Indicate major goals and related actions. For each goal indicate how success will be determined	

Section B: Staff development goals

What is to be accomplished	Comments by first appraising officer
Indicate at least one staff development activity and related actions you intend to undertake within the performance period	

Name: _____

SECTION C: SUPERVISORY/MANAGERIAL GOALS (FOR STAFF WITH SUPERVISORY RESPONSIBILITIES)

WHAT IS TO BE ACCOMPLISHED	YEAR-END APPRAISAL BY FIRST APPRAISING OFFICER
GOAL 1: MANAGE THE PERFORMANCE AND CONTRIBUTE TO THE DEVELOPMENT OF STAFF UNDER MY SUPERVISION (INDICATE RELATED ACTIONS AND HOW SUCCESS WILL BE DETERMINED)	
GOAL 2: DEMONSTRATE GENDER AND CROSS-CULTURAL RESPONSIVENESS (INDICATE RELATED ACTIONS AND HOW SUCCESS WILL BE DETERMINED)	

SECTION D: MID-YEAR REVIEW
(FIRST APPRAISING OFFICER AND STAFF MEMBER ACKNOWLEDGE MID-YEAR REVIEW BY SIGNING ON THE COVER)

COMMENTS (REQUIRED ONLY WHEN GOALS HAVE CHANGED OR WHEN PERFORMANCE DOES NOT MEET EXPECTATIONS)

NAME: _____

SECTION E: YEAR-END APPRAISAL
(TO BE COMPLETED BY FIRST APPRAISING OFFICER)

IN ADDITION TO MAKING APPRAISALS IN SECTIONS A THROUGH C, PLEASE COMMENT ON THE STAFF MEMBER'S EFFICIENCY, COMPETENCE AND INTEGRITY IN THE PERFORMANCE OF DUTIES

FIRST APPRAISING OFFICER'S OVERALL APPRAISAL	RATING
	❒ CONSISTENTLY EXCEEDS PERFORMANCE EXPECTATIONS ❒ FREQUENTLY EXCEEDS PERFORMANCE EXPECTATIONS ❒ FULLY MEETS PERFORMANCE EXPECTATIONS ❒ PARTIALLY MEETS PERFORMANCE EXPECTATIONS ❒ DOES NOT MEET PERFORMANCE EXPECTATIONS

FIRST APPRAISING OFFICER'S SIGNATURE DATE

SECOND APPRAISING OFFICER'S SIGNATURE DATE

SECOND APPRAISING OFFICER'S COMMENTS (OPTIONAL)

STAFF MEMBER'S SIGNATURE DATE

STAFF MEMBER'S COMMENTS (OPTIONAL)

NAME: _____

ANNEX II - SAMPLE

PAS
United Nations Performance Appraisal System

Guide to the Revised Performance Appraisal System

INTRODUCTION

PURPOSE OF THIS GUIDE

This *Guide to the Revised Performance Appraisal System* is intended to complement the administrative instruction on the Performance Appraisal System (PAS) (ST/AI/1997/8). The purpose of the Guide is to assist staff and managers in implementing the PAS process by providing more detailed guidance with respect to the different components of the system.

PAS is designed to encourage a higher level of involvement and motivation by increasing staff participation in the planning, delivery and evaluation of work, with a view to improving overall organizational performance. It is based on up-front performance expectations (i.e., agreement on a work plan between staff member and supervisor), ongoing feedback with a scheduled mid-year review and a year-end appraisal. An important function of PAS is to promote communication between staff members and supervisors on the work programme, on the basis on which individual performance will be appraised, and on staff members' own professional development goals, encouraging teamwork in the process. It also places particular responsibility on staff with supervisory responsibility for a work unit to manage the performance of staff entrusted to them, to develop their staff and to demonstrate gender and cross-cultural responsiveness.

It is important to stress that PAS is not an end in itself but rather one key element in an overall performance management process in which both staff and managers have a role to play.

P.91/A (12-97) - E

PAS PROCESS OVERVIEW

STEPS IN THE PROCESS

- The supervisor develops either a one- or two-year work unit plan based on the overall department or office plan and shares it with staff . A two-year plan is suggested in order to minimize time spent in drawing up plans and to link work planning more closely to the programme budget cycle.

- The staff member develops an individual annual work plan and meets with the supervisor to discuss and establish goals and performance expectations;

- The supervisor monitors performance; the supervisor and staff member communicate throughout the performance period on progress made towards the goals and general work performance issues;

- At mid-year, the supervisor and staff member have a scheduled discussion regarding work progress. Comments are required only where expectations have changed or where performance problems are identified;

- At the end of the performance cycle, the supervisor appraises performance against the goals and expectations; the supervisor, second appraising officer and staff member each sign the completed PAS form. The second appraising officer and the staff member may make comments on the appraisal form, if desired.

WORK PLANNING

DEPARTMENT OR OFFICE AND WORK UNIT PLANNING

Heads of departments and offices develop either one- or two-year work plans based on overall Organizational goals. These plans provide the basis for work plans at the division level, which in turn help establish the goals and priorities for sections or work units, and subsequently provide direction for individual work plans.

While department, office and work unit planning may be done on a one- or two-year basis, individual work plans are developed annually. It is important that supervisors meet with the staff in their work unit, either as a group or individually, and ensure that the goals and work standards are understood by the staff. In cases where staff report to more than one supervisor, one person should be designated to oversee the PAS process, with the other supervisors providing input. Supervisors and staff members should identify and address:

- The key goals for the work unit;
- The key challenges and issues the work unit faces in meeting those goals;
- How the individual staff member's role will contribute to the work unit goals;
- Areas that the individual staff member should focus on during this performance period.

Supervisors should discuss with staff common standards or performance dimensions such as teamwork, client focus, initiative and so on, expected of all staff members of the work unit. Professional standards which apply to all staff of a particular work group should also be made clear by the supervisor.

Individual work plans

A clear understanding of the work unit's objectives and of standards expected of all members of the work unit provides a foundation for effective annual individual performance plans. The staff member's expected contribution to the work unit goals for the performance period form the basis for the individual goals and related actions to be included in the PAS form. Individual staff write up to six goals and related actions reflecting the key assignments and/or responsibilities they expect to undertake during the reporting period. It is important that individual goals are appropriate to the staff member's level and position.

Completing the form

It is important to note that the purpose of creating a work plan is for the staff member and the supervisor to agree on the major responsibilities or assignments the staff member is expected to fulfil during the reporting period and on what quality and/or quantity of work is expected. The exact wording or format of the plan is far less important than is achieving this mutual understanding.

What is to be accomplished?

Different types of goals

Staff members' goals will differ, depending on the nature of their work and level of responsibility. Some goals may reflect ongoing responsibilities, such as financial management, conducting meetings, providing translations, providing policy or legal advice, preparing position papers, doing word processing, maintaining a database and so on.

Other goals could relate to analysing and solving problems deemed important by both the supervisor and the staff member and taking action to correct them. Examples might be undertaking to improve existing internal processes and procedures or the quality of analysis, documents and papers; providing better client service, more timely responses, better coordination of efforts and so on.

Another type of goal could focus on actions to introduce changes to improve current or future work. Examples of this type of goal would be introducing, developing and implementing new ideas or concepts, processes or services.

Goals vs. work plans

The individual work plan should not be a restatement of the staff member's job description, nor should it include details on every task the staff member performs. Job descriptions outline long-term duties and responsibilities in very general terms, whereas an individual work plan should specify only the major assignments or responsibilities the staff member is expected to fulfil within a particular reporting period.

Different types of jobs

The jobs of some staff do not change much from year to year. Such staff would have goals reflecting their ongoing responsibilities. Other jobs involve a high degree of change and unpredictability. In such jobs, while the exact problems or issues that may arise during the reporting period may not be foreseen in advance, the nature of the issues and the types and quality of responses required are known. Goals for such jobs would relate to handling the assignments or projects that arise in an effective and timely way, providing high-quality analysis, solving problems, making innovations in work processes and so on. The goal section on the PAS form has been designed to allow for maximum flexibility to accommodate the varied range of job types and working environments that exist in the Organization.

How will success be determined?

For each goal, there should be an indication of how success will be determined. Criteria should be included after each goal and set of related actions in section A. Success criteria can be stated in terms of quality or calibre of work expected, the expected quantity of work, timeliness, cost effectiveness or skills or behaviours to be demonstrated. Success criteria may include standards for a specific responsibility or assignment, as well as common standards expected of all members of a work unit or professional group.

In developing success criteria, it may be useful to ask, "Who are the recipients of this product or service?" and "What quality/calibre of work is required to satisfy their needs?"

Most supervisors and staff have a clear idea of what constitutes high-quality work in their field of endeavour, as well as an idea of what type of work is not up to par. The purpose of discussing and then writing criteria in the work plan is to ensure that criteria are known in advance, that is, that both the staff member and supervisor have a common understanding of the quality and calibre of work expected, time frames or deadlines that must be observed and skills or behaviours that should be demonstrated in performing the work.

Examples: how goals may be formulated

Below are examples of different types of goals and different ways in which the work plan (section A of the form) might be completed.

Example A

Goal:

Provide timely briefing notes and talking points for the Secretary-General in relation to developments in a country/region/mission/etc.

Related actions:

- Monitor events in the region;
- Ensure that country profile databases are kept up-to-date;
- Coordinate input with other units concerned;
- Develop range of information sources and appropriate contacts;
- Anticipate developments and provide timely analysis as requested.

Success criteria:

- Timely, accurate and succinct analysis is provided;
- Analysis reflects use of current and broadest information sources;
- Quality of information and analysis provided fulfils the requirements; of, and meets with the approval of the USG, SG, or other recipient.

EXAMPLE B

GOAL: Assist in improving information flow by coordinating and processing incoming and outgoing correspondence, phone messages and e-mail.

The related actions to accomplish this goal will be to set up a correspondence log, establish an effective follow-up system, establish an e-mail routing system and organize a team approach to office phone coverage.

The success criteria will be that the correspondence log is functioning by 30 March; all correspondence will be logged within one day of receipt; all members of the team will be consulted and will reach consensus on a phone coverage system; and all office phones will be answered within two rings.

PROFESSIONAL DEVELOPMENT GOAL

Every staff member is expected to have at least one professional development goal during the reporting period. This goal is to be included in section B of the PAS form. The goal may include special assignments, continuing education, on-the-job training, seminars, conferences, individual self-study and so on. This goal need not involve formal training, but should be interpreted broadly to include all forms of learning, including professional reading, cross-training provided by another colleague, assumption of a new task or assignment that involves learning new skills, information and so on. The action plan should indicate the skills or competencies that will be developed or enhanced by the development activity.

The supervisor and staff member should jointly decide on an appropriate staff development goal. The supervisor is responsible for ensuring that the development activity is realistic and achievable in the reporting period through the Organization's formal training programmes, on-the-job training, special assignments or other development and learning activities.

SUPERVISORY/MANAGERIAL GOALS

A major responsibility of staff who head departments, divisions, sections, services and units is the management of their work unit. Supervisory and managerial responsibilities should be included in section A of the PAS form as main goals of such managers and supervisors.

In addition, in order to highlight the particular responsibilities of those who supervise the work of others, all supervisors are expected to include goals on managing the performance of their staff, contributing to their staff's development and promoting a respectful and inclusive work environment. These goals are to be included in section C of the PAS form. Samples of possible actions for each goal are provided below.

GOAL 1: Manage the performance and contribute to the development of staff under my supervision

RELATED ACTIONS:

- Set objectives and complete work planning in a timely manner;
- Monitor performance of staff and provide ongoing performance feedback;
- Recognize high performance and address under-performance;
- Complete staff appraisals by established deadline;
- Identify staff development needs and encourage staff's participation in development and learning activities;
- provide on-the-job training and coaching to staff.

GOAL 2: Demonstrate gender and cross-cultural responsiveness

RELATED ACTIONS:

- Take account of the Organization's gender objectives when hiring, placing and developing staff;
- Equitably distribute responsibilities, work assignments and development opportunities;
- Promote a respectful and inclusive work environment.

WORK PLAN DISCUSSION

The supervisor is responsible for initiating the work plan discussion with each of the staff members under his or her responsibility. Staff members should come to the discussion with a prepared work plan to review with the supervisor. During the discussion, the staff member and supervisor should agree on the goals and success criteria to be used for each goal. It is the supervisor's responsibility to ensure that the staff member's goals are linked to the work unit plan and are appropriate to the staff member's level and position. The supervisor should also ensure that goals are sufficiently challenging, yet realistic, achievable and time-bound.

The supervisor and staff member also should discuss the quality and calibre of work expected, time frames or deadlines to be observed or skills and behaviours to be demonstrated so that the staff member knows how success will be determined. The meeting should include discussion of the staff member's professional development goals and supervisory/managerial goals, where appropriate. This discussion should be acknowledged on the cover of the PAS form.

MID-YEAR REVIEW

The supervisor and the staff member are required to have a scheduled mid-year review of the plan and the progress made toward achievement of the staff member's goals. This is not intended to take the place of ongoing discussions and performance feedback, which is encouraged throughout the year.

The mid-year review discussion should be acknowledged by the supervisor and the staff member by signing the front page of the PAS form in the space provided. Comments are required only when goals have changed or when performance does not meet expectations. Changes in assignments or priorities, or remedial action proposed to meet performance gaps, should be noted in section D of the form.

YEAR-END PERFORMANCE APPRAISAL

YEAR-END APPRAISAL

The first appraising officer completes the year-end appraisal by commenting on the extent to which the staff member has achieved the goals set and met the success criteria, taking into account any unforeseen developments during the reporting period that may have affected on performance. Goals may be treated as a group or individually. In cases where the staff member has had more than one supervisor, the designated first appraising officer should seek input from the other supervisors.

COMMENTS ON EFFICIENCY, COMPETENCE AND INTEGRITY

In order to take into account the way in which goals have been achieved, first appraising officers are requested to comment on the staff member's efficiency, competence and integrity in the performance of their functions. These dimensions are drawn from Article 101 of the Charter of the United Nations.

OVERALL YEAR-END PERFORMANCE APPRAISAL

The overall appraisal and rating should be determined taking into account the extent to which goals have been achieved, the degree to which success criteria have been met and the manner in which results have been achieved, as indicated in section E. The first appraising officer will assign one of the following five ratings:

FULLY MEETS PERFORMANCE EXPECTATIONS. This assessment describes performance that fully meets all the goals or success criteria in the work plan. The majority of staff will earn this rating, which represents entirely satisfactory performance in carrying out the goals and tasks of the Organization. This represents the fully acceptable level of performance for the position and is the standard or norm for the position.

FREQUENTLY EXCEEDS PERFORMANCE EXPECTATIONS. A rating of frequently exceeds performance expectations means that performance frequently exceeded what was expected for the position. Performance at this level should be regarded as unusual. This rating reflects high levels of quality, quantity or timeliness of work. Generally, performance will be higher for some goals than others. Supervisors need to provide clear supporting examples to explain why this rating is appropriate, with specific attention to how the staff member's actions and the results of those actions contributed to a greater degree than expected to organizational goals.

CONSISTENTLY EXCEEDS PERFORMANCE EXPECTATIONS. By definition, only a few people, items, actions, designs, and the like can be considered exceptional in any endeavour. A rating of consistently exceeds performance expectations is characterized not only by achieving the goals for the position, but by going *well beyond* those normally expected for the job. The individual may also have accepted a special assignment or additional responsibilities outside of the specific purview of the position. Performance at this level contributes to significant outcomes that advance the work of the unit as a whole. Performance results in this category are recognized within the work group and unit as exceptional and clearly exceeding the goals for the position in all respects. This rating, because it reflects exceptional performance, *must be especially well supported by statements of the specific actions and the results of those actions in terms of their contributions to organizational goals.*

PARTLY MEETS PERFORMANCE EXPECTATIONS. This rating describes performance that meets some goals but that still does not meet enough of the success criteria of the work plan. Additional, higher-quality or more timely outputs are needed. For staff given this rating, the supervisor must ensure a more comprehensive work and performance plan for the upcoming year. The plan should include specific and appropriate remedial training or development plan, more frequent reviews and closer assessment of progress made in areas identified as needing improvement. *Supervisors should provide specific examples of where the staff member's performance needs improvement, as well as instances of clear improvement.*

At the end of the performance year, if performance still needs improvement, examples should be cited in the comments sections of the final appraisal. If performance problems continue, the supervisor should propose corrective actions after appropriate consultation.

DOES NOT MEET PERFORMANCE EXPECTATIONS. This assessment means performance has not met the performance expectations articulated in the work plan for the performance period. Indications of such performance include:

- Quality of the work reflects serious shortcomings, or the quantity produced falls well short of the goals that have been established, and the results are inadequate after consideration of any relevant circumstances beyond the individual's control;
- Failure to complete significant assignments properly or to meet deadlines, which results in a serious negative consequence in meeting the work unit's goals;
- A continued lack of achievement of goals in spite of documented reviews with the supervisor; and/or
- Performance affects the work of others to the point of being detrimental to achievement of the work unit's goals.

This rating indicates serious reservations as to the staff member's overall ability to contribute towards achieving unit goals. In such cases, there needs to be a proactive approach by managers, who must document the under-performance and work with the staff member to develop a performance improvement plan. Continued under-performance should result in appropriate sanctions.

RATING DECISIONS

The PAS rating system is not intended to impose a mandatory bell curve. There is not a predetermined rating distribution. Nevertheless, experience with many similar organizations indicates that when staff are honestly and appropriately appraised, the vast majority are found to have fully met expectations, while the number of staff who have consistently exceeded expectations or who have not adequately met expectations would naturally be small.

Therefore, it is anticipated that not more than 5 per cent on average, across the whole Secretariat, will qualify for a rating of "consistently exceeds performance expectations". Some 10 per cent might be expected to receive a rating of "frequently exceeds performance expectations", while approximately 5 per cent may fall below "fully meets performance expectations". In all cases, assessment ratings must be explained by comments, including illustrations or examples as needed. For ratings other than "fully meets performance expectations", supervisors' comments must include examples of the work performed or not performed that justify the rating.

UNITED NATIONS **ST**

Secretariat

ST/IC/1997/84
10 December 1997

INFORMATION CIRCULAR*

To: Members of the staff

From: The Assistant Secretary-General for Human Resources Management

Subject: COMPETITIVE EXAMINATION FOR PROMOTION TO THE PROFESSIONAL CATEGORY OF STAFF MEMBERS FROM OTHER CATEGORIES

1. In accordance with administrative instruction ST/AI/418 of 30 April 1997, the following information is provided on the format and procedures for the competitive examination for promotion to the Professional category of staff members from other categories to be held from 9 to 13 February 1998. As noted in that instruction, the following occupational groups have been selected:

(a) Administration, which covers work such as that of administrative officers, personnel officers, budget officers and project management officers;

(b) Electronic Data Processing, which covers work such as that of programme analysts, systems analysts and programmers;

(c) Finance, which covers work such as that of accountants, auditors and finance officers;

(d) Political Affairs, which covers work such as that of political affairs officers and liaison officers;

(e) Statistics, which covers work done by statisticians such as research, projections and compiling of data.

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* Expiration date of the present information circular: 30 November 1998.

A. Written examination

2. The written examination accounts for 80 per cent of the total number of points available for each occupational group and consists of two parts: a general paper (four hours) and a specialized paper (four hours) related to the occupational group concerned. An examination booklet will be distributed to the candidates at the beginning of each part of the written examinations. The examination must be written with black pen only in the designated parts of each booklet.

3. Part I, the general paper, comprises three sections with a total coefficient of 30 per cent:

(a) Section 1 will test candidates' ability to analyse a problem. This section consists of a text and questions based on the text. The time recommended for this section is 1 hour and 20 minutes and it has a coefficient of 10 per cent of the marks assigned to the examination;

(b) Section 2 consists of a text of a speech or a report. Candidates will be asked to summarize the text, reducing it to approximately one third of its length. The summary will be evaluated for comprehension, accuracy and clarity of thought. The time recommended for this section is 1 hour and 20 minutes and it has a coefficient of 10 per cent of the marks assigned to the examination;

(c) Section 3 deals with questions on international relations. Candidates may choose any 10 among 12 questions offered. The time recommended for this section is 1 hour and 20 minutes and it has a coefficient of 10 per cent of the marks assigned to the examination.

4. Part II, the specialized paper, which tests substantive knowledge of the occupational group concerned, normally consists of 3 essay-type exercises and 10 short-answer type questions. All essays and questions are mandatory. The total time recommended for this part is four hours and it has a coefficient of 50 per cent of the marks assigned to the examination.

5. As stated in paragraph 24 of administrative instruction ST/AI/418, candidates participating in the examination shall be permitted to take the examination in any of the working languages of the regional commissions, with due regard to the requirement of proficiency in one of the working languages of the Secretariat. In order to demonstrate such proficiency, all candidates will have to take section 2 (drafting test) in either English or French. Alternatively, candidates may elect to take the entire written examination (parts I and II) in a working language of a commission other than English or French and sit for a special language test in either English or French. This test consists of two parts covering, respectively, reading and writing abilities. The duration of the test is 2 hours and 30 minutes. Candidates who have not demonstrated proficiency in one of the working languages of the Secretariat (English or French) in the special language test or in the drafting test will be considered as not having met the standard required in the examination.

6. The exact time of the examinations will be adjusted for each examination centre, taking into account the various time zones, and will be communicated to each candidate. Candidates should arrive at the examination room in each centre at least half an hour in advance of the scheduled starting time and have with them a United Nations identification document, their convocation letter and pens.

7. The written examinations will be held at the designated examination centres for the occupational groups mentioned in paragraph 1. The tentative schedule is as follows:

General paper	11 February 1998
Administration	10 February 1998
Electronic Data Processing	9 February 1998
Finance	13 February 1998
Political Affairs	12 February 1998
Statistics	12 February 1998
Special language test	to be announced

The final schedule will be reflected in the convocation letters which will be sent to each candidate.

B. Oral examination

8. Candidates may be convoked for an oral examination in accordance with paragraph 14 (b) of administrative instruction ST/AI/418. Candidates serving at duty stations away from Headquarters will take this part of the examination either in New York or at another location, depending on circumstances. At locations away from Headquarters, the oral examination will be conducted by a board consisting of at least three members of the relevant board of examiners, including an ex officio member.

9. The oral examination is scheduled to be held in June/July 1998.

10. The oral examination will comprise two separate exercises: an oral presentation and a group exercise. The oral examination will constitute 20 per cent of the marks of the examination process. The oral presentation will account for 8 per cent of the points assigned to the oral examination, and the group exercise will account for 12 per cent of those points. The weight of the four performance dimensions measured by the group exercise, i.e., initiative, adaptability, negotiating skills and potential for leadership, will be equally distributed, with each performance dimension accounting for 3 per cent of the weight for the group exercise.

Oral presentation

11. For all occupational groups, the standardized format of the oral presentation will include a 10-minute presentation of a general nature on a topic broadly related to the occupational group concerned. Each candidate will draw two topics at random from a selection prepared in advance and choose one of the topics. The candidate will then have 15 minutes to prepare an oral

presentation on the selected topic. Following the presentation, the Board of Examiners will have an opportunity to ask three questions for clarification or amplification of any of the points made by the candidate. After the presentation and related questions, the Board will ask five other questions of a general nature also broadly related to the occupation and two questions for clarification or amplification of any points made during the five additional questions.

12. The presentation and responses to questions of the oral presentation will be evaluated in accordance with a rating scale designed to assess the candidate's ability to comprehend topics and questions, to communicate with others and to present and illustrate with examples his or her views in a clear, logical and understandable way. In order to ensure consistency, the marking will be done separately by each member of the board immediately after each oral presentation and without relation to the grading of the written examination.

Group exercise

13. The group exercise is a leaderless group, non-assigned role exercise. As designed for the oral examination, it will measure the performance dimensions of initiative, adaptability, negotiating skills and potential for leadership. Candidates will be assigned to groups ranging in size from three to six members.

14. The group exercise is a problem-solving exercise, in which a scenario describing a series of problems is presented to the group. The group is allowed a specified length of time to analyse and discuss the problems. The members must arrive at a solution to each problem presented in the exercise as a group, through group discussion. Once the solutions have been reached, depending upon the specific requirements of the exercise, a presentation/discussion/report will be generated to be presented to the board members.

15. Groups may be constituted of candidates drawn from one or several occupational groups.

16. If a candidate is convoked at the oral examination in two occupational groups, scores obtained in the group exercise portion of the oral examination will be applied to both occupational groups.

Group exercise rating process

17. Candidates participating in the group exercise will be evaluated by a special board made up of members who have received full training in the group exercise methodology. The training will focus on teaching the members to identify, observe, assess, rate and record specific behaviours related to the above-mentioned performance dimensions.

18. During the group exercise itself, the board members will be observing the behaviour of each member in the group, relative to the performance dimensions, and making notes on each candidate's behaviour.

19. Upon completion of the exercise, the board members will rate, on predetermined scales, the behaviour of each candidate according to the appropriate performance dimensions.

20. The board members will discuss their ratings and, where discrepancies in ratings occur, will reconcile the ratings. After reconciliation takes place, a total score will be calculated on the basis of the reconciled ratings.

Use of languages

21. Candidates may make the individual oral presentation in English, in French or in one of the working languages of the regional commissions other than English or French. In the group exercise candidates must converse in either English or French. Language will be taken into consideration when constituting groups for the group exercise.

UNITED NATIONS **ST**

Secretariat

ST/IC/1997/85
16 December 1997

INFORMATION CIRCULAR*

To: Members of the staff

From: The Assistant Secretary-General for Human Resources Management

Subject: PLACEMENT AND PROMOTION LIST FOR STAFF IN THE PROFESSIONAL CATEGORY AND ABOVE

1. The purpose of the present information circular is to inform staff members of recommendations made by the appointment and promotion bodies that have been approved by the Secretary-General in respect of placements and promotions.

2. This list, which includes staff in the Professional category and above, will be issued monthly to enhance transparency and enable the staff to perceive improvements in gender balance throughout the Secretariat.

3. In order to ensure equitable treatment in promoting staff members, implementation will continue under the terms of instruction ST/AI/413 on placement and promotion, i.e., effective the first day of the month following approval by the Secretary-General or as soon thereafter as the post for which the staff member was selected becomes vacant.

4. The attached list includes placements and promotions approved in November 1997.

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* Expiration date of the present information circular: 31 December 1997.

Annex

PLACEMENT AND PROMOTION

1 to 30 November 1997

Name	Gender	Releasing department/office	Receiving department/office	Post level	Post number
PLACEMENT					
Cabrera, Walter	M	ECA	ECLAC	P-2	UNF-26800-E-P2-003
Petric, Ana Maria	F	DPI	ECLAC	P-2	UNF-26710-E-P2-001
Sanidas, Matthew	M	UNOV	DM/OHRM	P-3	OJA-41118-T-P3-002
PROMOTION					
Edighoffer-Murray, Anna	F	DM/OCSS	DM/OCSS	P-3	QSA-41875-T-P3-002
Potvin, Thierry	M	DPI	DPI	P-3	UNB-31760-E-P3-001
Sumitro, Wiryanto	M	DM/OCSS	DM/OCSS	P-3	QSA-41875-T-P3-009
Ardatovski, Vassili	M	UNOV	UNOV	P-4	UNK-41727-E-P4-005
Fraga, Jose	M	DM/OPPBA	DM/OPPBA	P-4	UNA-41832-E-P4-007
Grieger, Wolfgang	M	DPA	DPA	P-4	UNA-37113-E-P4-002
Grigoriev, Nikolai	M	OIOS	OIOS	P-4	ACB-48823-T-P4-001
Habaluyas-Streb, Pacita	F	DM/OPPBA	DM/OPPBA	P-4	OKA-41832-E-P4-001
Kedir, Elias	M	OIOS	OIOS	P-4	UNA-48823-E-P4-002
Li, Pei	M	UNOV	UNOV	P-4	UNK-41722-E-P4-001
Schober, Harald	M	UNOV	UNOV	P-4	UPK-32101-E-P4-001
Blake, Gertrude	F	OLA	OLA	P-5	UNA-38231-E-P5-001
Ishiguri, Tsutomu	M	DPA	DPA	P-5	UNA-37124-E-P5-008
Maertens, Francis	M	ODCCP	ODCCP	P-5	UNK-22450-E-P5-003
Sorieul, Renaud	M	OLA	OLA	P-5	UNK-38191-E-P5-002
Barabanov, Alexander	M	UNON	UNON	D-1	UNL-17800-E-D1-001
Forman, Leona	F	DPI	DPI	D-1	UNA-31111-E-D1-001
Lecomte Du Nouy, Patricia	F	DGAACS	DGAACS	D-2	UNA-41730-E-D2-001

UNITED NATIONS **ST**

Secretariat

ST/IC/1997/86
16 December 1997

INFORMATION CIRCULAR*

To: Members of the staff

From: The Assistant Secretary-General for Human Resources Management

Subject: PLACEMENT AND PROMOTION LIST FOR STAFF IN THE GENERAL SERVICE AND RELATED CATEGORIES

1. The purpose of the present information circular is to inform staff members of recommendations made by the Appointment and Promotion Panel that have been approved by the Secretary-General in respect of placements and promotions.

2. This list, which includes staff in the General Service and related categories, will be issued monthly to enhance transparency within the Secretariat.

3. In order to ensure equitable treatment in promoting staff members, implementation will continue under the terms of administrative instruction ST/AI/413 on placement and promotion, i.e., effective the first day of the month following approval by the Secretary-General or as soon thereafter as the post for which the staff member was selected becomes vacant.

4. The attached list includes placements and promotions approved in November 1997. It also includes the name of a staff member in the Office of Internal Oversight Services whose promotion was approved in October 1997.

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* Expiration date of the present information circular: 31 December 1997.

Annex

PLACEMENT AND PROMOTION

1 to 30 November 1997

Name	Gender	Releasing department/office	Receiving department/office	Post level	Post number
PROMOTION					
*Abraham, John	M	DGAACS	DGAACS	TC-6	UNA-41751-E-TC-041
Blaskovich, Michael	M	DGAACS	DGAACS	TC-6	UNA-41751-E-TC-069
Fucile, Nicholas	M	DM/OCSS	DM/OCSS	TC-6	UNA-41873-E-TC-004
Lin, Bo-Zhi	M	DGAACS	DGAACS	TC-6	UNA-41751-E-TC-056
Nanayakkara, Lalith	M	DM/OCSS	DM/OCSS	TC-6	UNA-41873-E-TC-051
Vanagas, Algis	M	DM/OCSS	DM/OCSS	TC-6	UNA-41873-E-TC-028
Sander, Roberto	M	DGAACS	DGAACS	TC-7	UNA-41751-E-TC-093
Cornelius, Alvin	M	DGAACS	DGAACS	TC-8	UNA-41751-E-TC-100
Williams, Keiffer	M	DGAACS	DGAACS	TC-8	UNA-41751-E-TC-072
Hercules, Sharon	F	DGAACS	DGAACS	G-5	UNA-41801-E-OL-019
Kapongo, Bupele	F	DPA	DPA	G-5	UNA-37112-E-OL-003
Miyaji, Setsuko	F	DHA	DHA	G-5	UNA-40111-E-OL-003
Sebesta, John	M	DGAACS	DGAACS	G-5	UNA-41745-E-OL-006
**Pereira, Jennifer	F	OIOS	OIOS	G-5	UNA-48823-E-OL-003
Ortega, Rodolfo	M	OIOS	OIOS	G-5	UNA-48822-E-OL-001
Hayes, Michael	M	DGAACS	DGAACS	G-7	UNA-41729-E-PL-008

* The Secretary-General has approved the promotion of the staff member to the TC-5 level against a post at the TC-6 level.

** The promotion of the staff member was approved in October 1997.

UNITED NATIONS **ST**

Secretariat

ST/IC/1997/87
19 December 1997

INFORMATION CIRCULAR*

To: Members of the staff at Headquarters

From: The Assistant Secretary-General for Central Support Services

Subject: UNITED NATIONS GARAGE

1. Further to information circular ST/IC/1997/44 dated 23 July 1997, this is to inform the staff that the floor slabs on the three levels of the United Nations garage have progressively deteriorated over the years, resulting in the need for extensive maintenance work. This work, which is being conducted in phases (the first phase was completed during the summer of 1997), will have an impact on parking arrangements in the garage, especially regarding the number of parking spaces that will be available.

2. The second phase of this work commenced on 13 December 1997 and is expected to continue through August 1998. During the December to June period, approximately 192 parking spaces will be unavailable. It is estimated that approximately 50 spaces will be returned for use after the first three months. As a result of this planned work, it will not be possible for the Garage Administration to issue any new parking permits or medallions at the beginning of the year. The Garage Administration will continue to monitor the situation on a regular basis, and once the true impact of the situation has been assessed will determine whether additional permits may be issued.

3. Staff members should also note that while the 1B level and the southern end of the 2B level are reserved for delegates' parking, delegates may park their vehicles at other locations in the garage if the need arises.

4. The Office of Central Support Services regrets any inconvenience that may be caused to the users of the garage, particularly with respect to the way it will affect traffic patterns. However, your full cooperation while the construction is in progress will be appreciated.

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* Expiration date of the present circular: 31 December 1998.

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